Forensic Psychiatric Services Commission

Performance Plan

April, 2001

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Forensic Psychiatric Services Commission

VISION

The Forensic Psychiatric Services Commission will be known provincially, nationally and internationally as a world class organization. Using best practice, our services are client-centered, evidence-based, and outcomes-focused to meet the needs of our clients with mental health disorders who are in conflict with the law.

MISSION

The Forensic Psychiatric Services Commission works in strategic alliances and in collaborative partnerships with the health and justice services across British Columbia to ensure public safety in the delivery of court related forensic psychiatric assessment, treatment, community case management and re-integration of clients back into the community. Our services are provided in inpatient and community clinic settings as part of a comprehensive continuum of care and service, including consideration of employment, income, transportation and housing support.

VALUES

The Forensic Psychiatric Services Commission believes in:

Quality: *We believe in continuously striving to achieve service excellence by enhancing our professional and service competence.*

Teamwork: *We believe in cooperating and collaborating as service providers in a partnership approach to service delivery.*

Partnership: *We believe in consensus building and collaborating in strategic alliances with our many partners in service delivery.*

Public Safety: *We believe in ensuring public safety and minimizing risk.*

Innovation & Creativity: *We believe in encouraging innovation and creativity in order to be responsive to changing client and community needs.*

Caring: *We believe in holding positive attitudes toward our clients, colleagues and partners.*

Respect: *We believe that client and community interactions are polite, sensitive and respectful at all times.*

Forensic Psychiatric Services Commission

The Core Business functions of the Forensic Psychiatric Services Commission are:

1. Assessment of community need, a specialized provincial service.
2. Determination of forensic psychiatry service priorities.
3. Allocating resources.
4. Ensuring access to forensic psychiatric services.

CORE SERVICES

The Forensic Psychiatric Services Commission has established the following areas of ***Core Services*** to meet their legislated and regulatory mandate:

1. ***Court ordered & Court Related Assessment and Treatment under the Criminal Code & Mental Health Act***
   - *Fitness to Stand Trial*
   - *Not criminally responsible due to mental disorder*

2. ***Other Assessments***
   - *Pre-Sentence Forensic Assessments*
   - *Bail Assessments*
   - *Long Term or Dangerous Offender Assessments*

3. ***Research & Education***

Forensic Psychiatric Services Commission

Proposed STRATEGIC DIRECTIONS

1. **Transfer to Health Sector:**

   Complete the transition of the Forensic Psychiatric Services Commission from the provincial government authority to an independent organization in the health sector.

2. **Strategic Alliances & Partnerships:**

   Increase service integration and coordination within the Forensic Psychiatric Services Commission by establishing clear linkages and service mandates for strategic alliance and partnership with the Ministry of Health, Ministry of Attorney General, Ministry of Children's & Families, Corrections Services and Mental Health Services across BC.

3. **Regional Relationships:**

   Clarify the relationships and responsibilities of the partners, the regional health authorities and the Forensic Psychiatric Services Commission to best meet client and community needs.

4. **Organizational & Committee Structure:**

   Develop an organizational and committee structure that is client-centered, evidence-based and outcomes-focused to improve the movement of clients across the continuum of care and service (inpatient and community clinics).

5. **Establish & Implement Strategic Directions:**

   Develop and implement a comprehensive approach to establish and implement strategic directions that are aligned with a strategic plan covering 2 to 3 years ahead, ongoing annual business plans and the provincial mandate for enhanced accountability with a comprehensive approach to performance management.

6. **Accreditation:**

   Develop action plans to address the recommendations contained in the accreditation survey report received in April 2001. This includes a communication plan, an information management plan and a comprehensive quality improvement process and system. Prepare for focused visit in March 2002 and accreditation survey in 2003 with the new standards and criteria rankings.

7. **Quality Improvement Framework & Accountability:**

   Develop and implement a comprehensive quality improvement framework and process that includes the development of accountability reports.

8. **Recruitment & Retention:**

   Recruit and retain the specialized human resources with the education, skills, abilities, attitudes and competencies that will promote quality care and service to clients.

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Forensic Psychiatric Services Commission

STRATEGIC GOALS

1. RESPONSIVENESS

The Forensic Psychiatric Services Commission anticipates and responds to changes in the needs and expectations of clients and the community and changes in the provincial environment.

2. SYSTEM COMPETENCY

The Forensic Psychiatric Services Commission provides consistent services in the best way based on knowledge to benefit the clients and community with cost-effective use of resources.

3. CLIENT & COMMUNITY FOCUS

The Forensic Psychiatric Services Commission strengthens the relationship with clients and the community by encouraging participation and partnerships.

4. WORKLIFE

The Forensic Psychiatric Services Commission provides a work atmosphere conducive to performance excellence, full participation, personal and professional growth, health, well being and satisfaction

Reference: AIM Dimensions of Quality (Ottawa: Canadian Council on Health Services Accreditation) 2000.

Forensic Psychiatric Services Commission

Performance Indicators

Performance indicators have been selected based on the four quality dimensions developed by the Canadian Council on Health Services Accreditation.

Responsiveness Dimension

Definition

The Forensic Psychiatric Services Commission anticipates and responds to changes in the needs and expectations of clients and the community and changes in the provincial environment.

Indicators

- % of cases flagged as a concern due to Pre-Sentencing Reports not completed within 30 days
- % of clients with followup plan or discharge plan not in place
- % of clients presenting with formal concerns with respect to fairness

System Competency Dimension

Definition

The Forensic Psychiatric Services Commission provides consistent services in the best way based on knowledge to benefit clients and the community with cost-effective use of resources.

Indicators

- % of cases waiting for discharge to community placement
- # of critical incidents:
  - escapes
  - suicides
  - assaults on clients
  - assaults on providers

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Client/Community/Focus Dimension

Definition

The Forensic Psychiatric Services Commission strengthens the relationship with clients and community by participation and partnerships.

Indicators

- % of formal concerns presented by external stakeholders regarding communication:
  - Clients
  - Families
  - Community
- # of cases where concern has been raised due to failure to protect privacy
- # of formal concerns with respect to lack of caring:
  - Client
  - Community
- # of official FPSC communication releases
- # of public forums held to communicate the role of FPSC to the community

Work Life Dimension

Definition

The Forensic Psychiatric Services Commission provides a work atmosphere conducive to performance excellence, full participation, personal and professional growth, health, well being and satisfaction.

Indicators

- # of open staff forums held:
  - Inpatient services
  - Community services
- # of staff attending open staff forums:
  - Inpatient services
  - Community services
- # of staff participating on teams and committees:
  - Inpatient services
  - Community services

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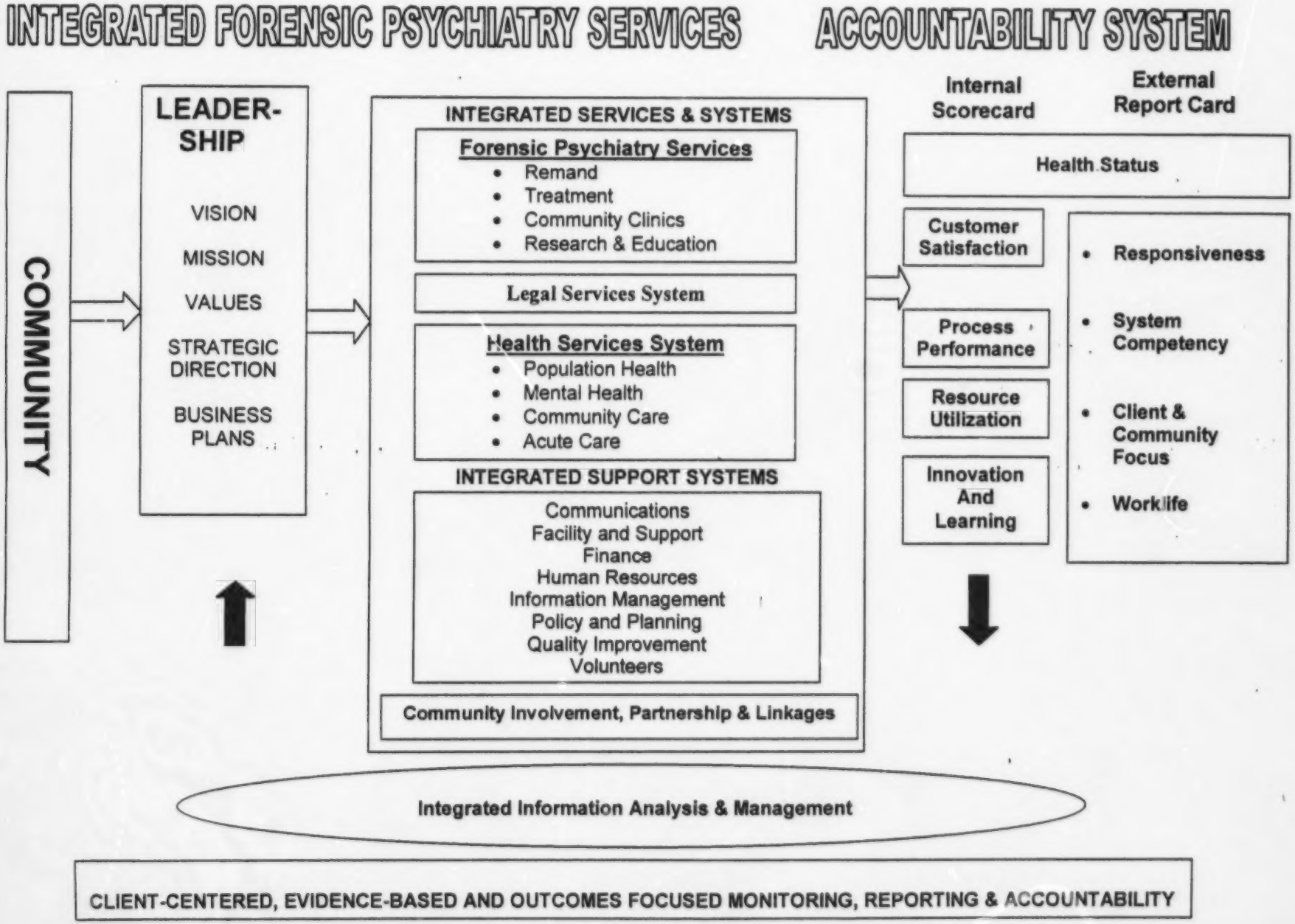
- # of staff attending training and education:
  - Internal service training
  - External professional development
- # of new staff recruited:
  - Inpatient services
  - Community services
- # of vacant positions:
  - Inpatient services
  - Community services
- Ratio of professional to non-professional care staff in nursing:
  - Registered Nurses
  - Registered Psychiatric Nurses
  - Licensed Practical Nurses
  - Health Care Workers

APPENDIX A


INTEGRATED FORENSIC PSYCHIATRY SERVICES
ACCOUNTABILITY SYSTEM
COMMUNITY
LEADER-SHIP
VISION
MISSION
VALUES
STRATEGIC DIRECTION
BUSINESS PLANS
INTEGRATED SERVICES & SYSTEMS
Forensic Psychiatry Services
Remand
Treatment
Community Clinics
Research & Education
Legal Services System
Health Services System
Population Health
Mental Health
Community Care
Acute Care
INTEGRATED SUPPORT SYSTEMS
Communications
Facility and Support
Finance
Human Resources
Information Management
Policy and Planning
Quality Improvement
Volunteers
Community Involvement, Partnership & Linkages
Internal Scorecard
External Report Card
Health Status
Customer Satisfaction
Process Performance
Resource Utilization
Innovation And Learning
Responsiveness
System Competency
Client & Community Focus
Worklife
Integrated Information Analysis & Management
CLIENT-CENTERED, EVIDENCE-BASED AND OUTCOMES FOCUSED MONITORING, REPORTING & ACCOUNTABILITY

APPENDIX B

BALANCED SCORE CARD
Using CCHSA Dimensions of Quality

RESPONSIVENESS

* Health system/organization anticipates & responds to changes in the needs and expectations of clients & populations and changes in the environment.

- **Availability**
- **Accessibility**
- **Timeliness**
- **Continuity**
- **Equity**

(5 Dimensions)

SYSTEM COMPETENCY

* Health system/organization provides consistent services in the best way based on knowledge to benefit clients & community with cost-effective use of resources.

- **Appropriateness**
- **Competence**
- **Effectiveness**
- **Safety**
- **Legitimacy**
- **Efficiency**
- **System Alignment**

(7 Dimensions)

CLIENT/COMMUNITY FOCUS

* Health system/organization strengthens its relationship with clients & community by encouraging participation & partnerships.

- **Communication**
- **Confidentiality**
- **Participation & Partnership**
- **Respect & Caring**
- **Organization Responsibility & Community Involvement**

(5 Dimensions)

WORK LIFE

* Health system/organization provides a work atmosphere conducive to performance excellence, full participation, personal/professional growth, health, well being & satisfaction.

- **Open Communication**
- **Role Clarity**
- **Participation in Decision Making**
- **Learning Environment**
- **Well Being**

(5 Dimensions)

Reference: "Dimensions of Quality" by J. McIntosh & the Canadian Council on Health Services Accreditation (November 2000).